



TEAM REPORT OF FINDINGS

Endicott College Application for

Authority to offer academic degree credit courses in Maine through the
Maine Teacher's Consortium

May 26, 2016: Augusta, Maine

The Endicott College Review Team:

Dr. Bruno Hicks (Team Chair)
University of Maine Fort Kent

Ms. Joyce Rumery
The University of Maine

Dr. Robert Kuech
University of Southern Maine

Non-voting participants:

The Honorable Nichi Farnham
Observer
Maine State Board of Education

Mr. Ángel Martínez Loredó
Higher Education Specialist
Maine Department of Education

BACKGROUND

On May 26, 2016 the review team met with Donna Cameron, Director of Maine Educator Consortium (MEC) and Dr. Lynn Celli, Associate Dean of Graduate Studies at Endicott College, (through SKYPE) at the Cross Building in Augusta, ME. The meeting was to review Endicott College's request to offer a MS degree program in Academic Leadership (non-licensure) and recertification graduate courses in the State of Maine, with their Maine partner, MEC, serving as their physical presence in the state. The review team had several questions concerning the MEC/Endicott relationship, library resources, and student services, which prompted a letter from the team to Dr. Celli asking for additional information.

The team received that additional information on June 20, 2016 and met again by phone conference on June 23, to review the additional information and to reach a decision on a recommendation for the Maine Department of Education. Upon review of the presented materials, along with the interviews that were conducted, the team agrees that MEC will represent Endicott College in the State of Maine once the formal agreement (Appendix A) is signed by both parties and the formal relationship is established following the guidelines outlined in the document, "Maine Educators' Consortium in Partnership with Endicott College Contributions and Responsibilities," (see Appendix B) is implemented.

The MEC/Endicott College agreement indicates that the responsibility for the MS degree and certification courses will be split between the parties, with MEC carrying out 80% of the program and Endicott College responsible for 20%. In this case, MEC will collect tuition for Endicott, advertise for the programs and complete registration of students for Endicott College. All students, MS and certification, will be enrolled as Endicott's students and will receive credit from the college.

Standard A - Organization and Governance

The documents presented describe the relationship between Endicott and MEC, but that relationship is not fully documented on MEC's website or even mentioned in Endicott's materials. The supplemental documents presented for the application for Degree Granting Authority however, indicates that "the relationship will be attested to on MEC'S website, as well as, print material and other electronic media upon receiving State Board Authority. The following facts will be included; MEC has an arrangement to obtain college credits from Endicott College. MEC designs and submits course proposals to Endicott College Associate Dean of Graduate Studies. MEC's master program course syllabi will be supplied by Endicott College. MEC's *instructors are vetted, have been and will be approved or denied* by Endicott College Associate Dean of Graduate Studies. Criteria for Endicott College's approval of instructors are based on academic background, professional experience, references, and teaching capabilities (see below). Official grade reports and transcripts are issued directly to the student from Endicott College. Courses taken through MEC may be transferrable, dependent upon the receiving institute of higher education. Contact information for Endicott's Van Loan School of Graduate

studies, registrar's office and Diane M. Halle Library will be provided."

Furthermore, the report indicates that, "Students seeking enrollment in MEC's professional development courses register to Endicott College through MEC. MEC collects professional development course registrations and tuition then submits to Endicott College"

The team noted that Endicott's NEASC report does not contain any mention of MEC as a partner and Endicott ensures the team that, "programs offered through Endicott College's various independent partners, align with Endicott College's NEASC approved programs. A review of Endicott's partner programs will be addressed during the 2017 NEASC visit."

The application material presented indicates that, "The contract presented (Appendix A) to the committee will remain the same and be signed by both parties as it is written."

The application material presented by Endicott College, describes the governance of the Masters program/recertification courses offered through MEC, as well as the governance structure of Endicott College. (see Appendix C) The governance of the MEC / Endicott relationship is well documented in presented materials, but is not represented in Endicott's governance documents. The team notes that that the relationship between MEC and Endicott College needs to be formally represented by Endicott College in their governance structure materials.

The application describes the governance as follows: "Dr. Celli, Associate Dean of Graduate Studies, that MEC, is acting as an independent non-contractual, non-salaried broker for Endicott College and is responsible for managing more than 80% of the components of the MEC/ Endicott College partnership ...thus establishing a "physical presence" in Maine. Academic oversight is provided by Endicott College. MEC is dependent upon Endicott College to provide course credits as well as syllabi and mapping of Endicott College Masters of Science program. Endicott College is dependent upon MEC to deliver affordable, quality courses for Maine educators.

Recommendation:

1. The team notes that that the relationship between MEC and Endicott College needs to be formally represented by Endicott College in their governance structure and materials.
2. That documentation of Endicott's delivery of the MS program is kept and documents clearly that Endicott's commitment to student services; campus resources, etc. have been met. Furthermore, Endicott should document that all agreements concerning this program have been signed and that MEC partnership is incorporated into published governance documents.
3. That Endicott College included MEC partnership as part of their NEASC review in 2017.

This Standard is met.

Standard B - Institutional Objectives

Endicott College's webpage documents the Institutional Objects of the college and its academic programs. In its current strategic plan, it offers seven distinct goals that represent this the colleges overall direction:

GOAL 1

Delivering quality, reputation, and value;

GOAL 2

Providing 21st century infrastructure and practices;

GOAL 3

Anticipating and adapting to changing economic and market realities;

GOAL 4

Fostering a community in which international education and global awareness are embraced;

GOAL 5

Remaining open to change by pursuing entrepreneurial opportunities;

GOAL 6

Promoting Endicott as a national leader in the design and delivery of internship opportunities; and

GOAL 7

Identifying new academic initiatives and degree programs to advance the College's image, financial strength, student base, and donor appeal.

Recommendation:

The team recommends that the relationship between Endicott College and MEC become more visible in printed materials.

This Standard is met.

Standard C- Degree Requirements

MS degree in Academic Leadership. The total degree requirement is 36 credits with 20 hours outside-of-class pre-practicum work in public schools. The students will receive an Endicott Master of Science diploma.

Core Module Requirements – 24 Credits

EA500 – School Leadership

EA505 – Instructional Leadership

EA510 – Sheltered English Immersion for School Leaders

EA515 – Public School Operational and Financial Strategies

EA520 – Law, Policy, and Ethics

EA525 – Human Resources and Organizational Potential
 EA530 – Family and Community Engagement
 EA535 – Strategic Management and Design

Requirements – 12 Credits

EA555 – Using Data to Improve Curriculum and Instruction
 EA563 – Supervision and Evaluation
 EA560 – Practicum for Principal/Assistant Principal [Pre-K-6, 5-8,9-12]
 500 hours to be completed at the Pre-K-6, 5-8, or 9-12 grade levels
 EA562 – Reflective Seminar for Principal/Assistant Principal
 Seminar must be taken concurrently with the Practicum at the same grade levels as the Practicum

This Standard is met.

Standard D - Admissions Requirements

The admission policy is clearly stated on the Endicott College website, including specific requirements for the Masters Degree and how to receive credit for experience and transfer courses.

Requirements for Graduate Programs:

Bachelor's Degree from an accredited college.
 Two letters of recommendation.
 Official transcripts
 Essay of 250-500 words on career goals and motivation for graduate study.
 TOEFL with minimum score of 550
 Interview with Program Director.

Withdrawals/Refunds

The Endicott College website includes detailed information about the refund policy for full or partial refunds.

For courses that have 8 to 12 sessions (or weeks if online):

100% of tuition if requested before the first session;
 75% of tuition if requested by the second session;
 50% of tuition if requested by the third session;
 No refund after the start of the third session. (from Endicott website)

The MEC policy does not allow for any refunds after the course starts.

Course withdrawal – two or more weeks prior to the start of the course, – Full refund less \$50 processing fee

Course withdrawal – 1 to 13 days prior to the start of the course – 50% refund.

Course withdrawal – after the start of the course – No refund (from MEC website:

<http://www.maineeducator.com/regsinfo/>)

Recommendation:

That the Endicott College refund policy for students enrolled through MEC should mirror the policy of all Endicott students.

This Standard is met**Standard E - Academic Programs**

Endicott offers academic programs at the Bachelors, Masters and Doctorate level. Their website describes their programs as follows: “Endicott College offers students the opportunity to major in a selected program of study immediately upon admission. Many students admitted to Endicott pursue their initial majors to completion. Other students come to Endicott with a desire to explore different areas of study. The College encourages this investigation and strives to assist all students in making connections across academic disciplines. Students who have yet to select a major are encouraged to explore the rich and varied academic offerings and internships offered by Endicott College and truly “discover the experience.”

The Van Loan School offers Doctoral and Master’s degree programs on both a full-time and part-time basis. Associate and Bachelor’s degree completion programs are also part of the School’s offerings. All of the Van Loan programs are designed to serve the needs of professional adults by providing education at convenient times and locations.”

The MS degree/recertification courses offered through the Endicott/MEC partnership clearly fits within the accreditation and scope of Endicott College.

This Standard is met.**Standard F- Faculty**

“Instructors are hired based on their ability, education, and experiences. A Master’s Degree is required for all instructors. Instructors are responsible for developing an instructional plan, aligning courses with state and local standards, trends, and research.” (from Appendix B)

“MEC’s instructors, Independent Contractors, are hired based on their educational experience and expertise as well as commitment to teaching adult learners, with review and approval of Endicott College MEC instructors must have good communication, technology and “people” skills. “ (from Appendix I)

Endicott College Faculty qualifications can be seen on pgs. 142 -150 of the Endicott Course Catalog. The MEC faculty qualifications can be seen in Appendix I of the application. All of the MEC course instructors are selected by the Director of the MEC

and approved by the Associate Dean of Endicott College. The Associate Dean of Endicott evaluates the curriculum to assure quality learning experiences. All of the MEC faculty have “in the field” work experience that assures an authentic learning environment for all students.

This Standard is met.

Standard G - Student Services

The documents presented clearly indicate that all students enrolled in the MEC/Endicott courses will have access to Endicott’s student resources. Dr. Celli indicates in her letter that, “MEC’s students receive an Endicott College student identification number and an Endicott College email account, which entitles them to all student privileges and resources, including library and campus services.”

The team found that the student services provided by Endicott College are very adequate and are similar to other colleges.

This Standard is met.

Standard H - Library and Learning Resources

The library services offered by Endicott College for students taking courses through MEC include reference librarian access via telephone or email. They will also ensure 24/7 access to their databases. The information literacy component of the courses will be delivered by course guides and through MEC tutorials. It is unclear what tutorials MEC will offer or if they will be created by librarians. Course reserves access was not explained and remains an outstanding question. Material delivery of journal articles was addressed in the interview, but it is unclear how the students taking courses through MEC will be able to borrow monographs or media.

Recommendation: We encourage Endicott College to provide information on course reserves and material delivery for the students and faculty using MEC.

This standard is met.

Standard I - Facilities

The application documents show that Endicott College and MEC have adequate facilities to carry out the partnership. The MS program and recertification courses are online and both MEC and Endicott are providing adequate resources for students to be successful in the educational pursuits.

This Standard is met.

Standard J - Financial Resources

The documents presented indicate that Endicott College has the financial resources to adequately support the MS degree /recertification courses through their partnership with MEC.

This Standard is met

SUMMARY OF FINDINGS

While the team has several recommendations for the Endicott College/MEC partnership it finds that the MS degree /recertification program has integrity and that Endicott College, acting through MEC as their agent, has a physical presence in the State of Maine and should be awarded degree-granting status in Maine. The team further found that because the MS degree is only a concept, that Endicott College should prepare another self-study after one year of operation, to document that the operational formats they have presented are implemented and that they have met their commitment to the Maine Department of Education. Furthermore, the team believes that Endicott College needs to consider their recommendations and address those in the self-study report.

RECOMMENDATION TO THE MAINE STATE BOARD OF EDUCATION

RECOMMENDATION: That Endicott College's application for degree granting authority in the State of Maine be granted probationary approval by the State Board of Education from August 1, 2016 to July 31, 2017 and that the institution be required to develop and submit a self-study report to the Maine Department of Education no later than ninety days prior to lapse of approval period. The Self-study would include documentation that Endicott College has met their commitment to the Maine Department of Education, and has assessed and addressed the progress of the team's recommendations associated with Standards A, D and H. Following review of the Self-study by a review team (appointed by the State Board of Education) a recommendation will be made to the State Board of Education as to whether Endicott College's approval should be extended.

Appendix A

ENDICOTT COLLEGE
Beverly, Massachusetts
Partnering Proposal for
Maine Educator Consortium
Donna Cameron and Stacey Scott, Directors
140 Sophie Lane
Norridgewock, ME 04957

LICENSE AGREEMENT

This License Agreement is entered into this day of by and between Endicott College, (hereinafter “Endicott”), a private, not-for-profit educational institution with its principal place of business in Beverly, MA and the Maine Educator Consortium 140 Sophie Lane, Norridgewock, ME 04957 (hereinafter “MEC”), Endicott and MEC shall establish a program partnership to offer a 39 credit M.Ed. in Administrative Leadership, Non-licensure.

WHEREAS, MEC provides educational services to students matriculating at Endicott, NOW THEREFORE, in consideration of the mutual covenants contained in this Agreement, the parties agree as follows:

1. As the higher education partnering institution, Endicott agrees to include MEC as an off-site, online, non-licensure degree granting graduate program in the Van Loan School of Graduate and Professional Studies. MEC will deliver the syllabi to meet the requirements of the Endicott College M.ED. in Administrative Leadership for all syllabi except two courses – the Seminar and Internship. MEC will submit syllabi to Endicott for approval at least two months prior to each course. All courses will be implemented by MEC, subject to Endicott approval.
2. All college admissions, enrollment, attendance, grading, and tuition policies and procedures will apply to participants in the partnership programs and will be administered by the college staff.
Instructors will be screened and approved by the college in accordance with Endicott’s established human resource policies.
3. All students choosing to participate in the MEC/Endicott partnership must apply to and be approved by Endicott College prior to the beginning of classes.
4. As a program partner, MEC agrees to facilitate the dissemination of program materials, promote and publicize program offerings, disseminate college-approved promotional materials, program descriptions, class meeting schedules, etc.
5. MEC will act as site coordinator to provide any needed instructional support to instructor and facilitate communication between the cohort group and Endicott.
6. Endicott shall receive \$100 per course credit for each graduate credit.
7. MEC will be responsible for submitting all registrations and collecting tuition from all participating students and will pay Endicott College in four quarterly installments before the completion of the program.

8. Participants accepted to the MEC Endicott program will have access to Endicott facilities and services.
9. Endicott agrees that it shall defend, (with counsel reasonably acceptable to MEC) indemnify and hold MEC, its officers, directors, agents and employees harmless from and against any and all liability for all injuries, losses, accidents or damage to any person or property, and from all claims, actions, proceedings, and costs in connection therewith including reasonable counsel fees arising from any act, omission, fault, negligence of Endicott, its officers, directors, agents, employees, or any participants in the program run by MEC with regard to its obligations hereunder. MEC shall indemnify and hold Endicott, its trustees, officers, employees and agents harmless from and against any and all liability for all injuries, losses, damage to any person or property, and from all claims, actions, proceedings and cost in connection therewith, including reasonable attorneys' fees arising from any act, omission, fault or negligence of MEC, its officers, directors, agents and employees hereunder. The provisions of this paragraph shall extend beyond the termination of this Agreement and shall apply to any and all claims, actions or proceedings the basis of which occurred while this Agreement was in effect.
10. This Agreement will remain in effect until all operating cohort groups have completed their programs of study. However, either Endicott or MEC may terminate this agreement for any reason with six (6) months advanced written notice of such termination sent by Return Receipt Requested, First Class Mail to the authorized representative of Endicott or MEC to avoid new or additional program commitments to students and to allow existing students to complete their respective programs of study. For purposes of this License Agreement, the authorized representative shall be Donna Cameron and Stacey Scott, Directors of Maine Educator Consortium, whose address is the same as that of MEC. For purposes of the License Agreement, the authorized representative of Endicott shall be _____, whose address is the same as that of Endicott.
11. This Agreement cannot be modified, changed or amended unless in writing, signed by the duly authorized representative of both Endicott and MEC. The existence, validity and construction of this Agreement shall be governed by the laws of the Commonwealth of Massachusetts.
12. This Agreement shall be deemed to be a program agreement only.
- IN WITNESS WHEREOF, Endicott and T21/UPDP have duly executed this Agreement.
For T21/UPDP:

Donna Cameron & Stacey Scott
Directors, Maine Educator Consortium Date
For Endicott College:

Dr. Richard Wylie Date
President, Endicott College

Maine Educators' Consortium in partnership with Endicott College Contributions and Responsibilities

MEC's role in the partnership with Endicott College

MEC's director is responsible for:

1. Course needs assessment.
2. Research into current education trends and influences.
3. Research on acceptable practices.
4. Research of national, state and local standards.
5. Creating and or approval of, instructor created courses.
6. Creating course(recertification) goals and objectives, descriptions, standards addressed, topical outline, required reading material, and assessment methods.
7. Hiring instructors.
8. Supervising instructors.
9. Collecting, collating, and mailing course registrations to Endicott.
10. Sending tuition and registrations to Endicott College.
11. Providing support to both instructors and students with navigation of Moodle, MEC's online management system.
12. Creating and managing course registration site, 123 Contact.
13. Reporting course grades
14. Managing and updating MEC's webpage
15. Providing 1099 tax forms for instructors
16. Managing MEC's budget
17. Filing taxes, federal and Maine
18. Supplying students with 1098 Student Tuition tax deduction forms
19. Advertising
20. Public Relations
21. Providing Conflict Management
22. Reports to Board Members
23. Establishing and maintaining an organizational climate that encourages the development, retention, and a high level of morale among personnel.
24. Keeping Endicott College Associate Dean of Graduate Education, informed of activities, particularly of major or unusual developments, and seek her advice and counsel.

Endicott College's role in partnership with Endicott College

Endicott College is responsible for:

1. Providing credits for MEC courses
2. Approving courses submitted by MEC (recertification)
3. Approving instructors hired by MEC
4. Registering students
5. Collecting Tuition
6. Mailing out grade reports
7. Supervision of all of MEC's academic activities.

8. Provide support needed to help MEC meet its goals of providing quality and affordable education for Maine Educators.

Appendix C

Appendix B. Organization

Endicott College Board of Trustees

Officers

Thomas J. Alexander

Chairman Attorney, Alexander & Femino, Beverly, Massachusetts

Melissa Hempstead

Vice Chair Alumna, 1969, Owner, Coralberry Cottage, Mt. Pleasant, South Carolina

William F. Howard

Treasurer Chairman of the Board of Directors, Beverly Cooperative Bank, Beverly, Massachusetts

Chad L. Crandell

Clerk President, Capitol Hotel Management, LLC, Beverly, Massachusetts **Robert R. Fanning, Jr.** *At Large Member Retired Managing Director, Huron Consulting Group, Boxford, Massachusetts* **Cynthia Merkle** *At Large Member Alumna, 1977 Chief Operating Officer, Union Savings Bank, Danbury, CT* **Ernest M. Santin** *At Large Member CEO, Shear Goodness, Ipswich, Massachusetts* **W. Thomas Spencer Jr., CLU,** *At Large Member President, Spencer Financial, LLC, Sudbury, Massachusetts* **Charlene I. Wax**

At Large Member Alumna, 1982, President, Lonsdale Realty Corporation, Ogunquit, Maine **Trustees Erika Ebbel Angle** *Chief Executive and Founder, Counterpoint Health Solutions, Boston, MA*

E. Lorraine Baugh

Oak Bluffs, Massachusetts

Mirza Cifric

CEO and Director, AbVitro, Inc., Beverly, Massachusetts **W. Anderson Devereaux**

Managing Director, American Capital, Beverly, Massachusetts **Joseph Grimaldi, Jr.**

Chairman, Mullen, Boston, Massachusetts **Patricia He ler**

Alumna, 1966, Grosse Pointe, Michigan

Virginia Warwick Judge

Alumna, 1951, Retired President and CEO, Honeycomb Company of America, Inc., Sarasota, Florida

John Kavanagh III

Chairman and CEO, Kavanagh Advisory Group, Danvers, Massachusetts **e Rev. Dr. Paul D. Kennedy** *Retired Senior Pastor, Trinity Lutheran Church, Holden, Massachusetts* **Jacob Kidder**

Alumnus 2008, Investment Analyst, Choate Investment Advisors LLC **Marsha A. McDonough** *Educational Consultant, Falmouth, Massachusetts* **Gayle Piraino**

Alumna, 1975, Founder and President, GAP Promotions, Gloucester, Massachusetts **Helen Post** *Alumna, 1952, Vero Beach, Florida* **Myrt Harper Rose**

Alumna, 1956, Barrington, Illinois and Marco Island, Florida **Susan Conley Salice**

Director, e Salice Family Charitable Trust, Rye, New York **Joanna Schulman**
Greenwich, Connecticut **Jean Smock**

Alumna 1961, Owner, PI Custom Body, Manasquan, New Jersey

William W. Van Loan

Partner, e Heron Group, LLC, Saint Simons Island, Georgia **Anthony J. Venuti**

A.J. Venuti & Associates, Inc., Mashpee, Massachusetts

Cheryl Vickery

Alumna, 1979, Alumni Council President, Key Account Manager, Caspari, Inc., Wellesley, Massachusetts

Dr. Richard E. Wylie

President, Endicott College, Beverly, Massachusetts

Endicott College Administration President Dr. Richard E. Wylie *B.Ed., Plymouth State College; M.Ed., Boston University; Ed.D., Boston University* **Assistant to the President Joanne L. Waldner** *B.S., Gordon College* **Executive Vice President and Vice President of Finance Lynne B. O'Toole** *B.S., Boston State College; M.B.A.,*

University of Massachusetts Boston **Vice President and Dean of Undergraduate**
College Dr. Laura Rossi-Le *B.A., Fairleigh Dickinson University; M.A., Duke*
University; Ed.D., Drake University

